

United Nations Conference on Trade and Development

TRADE AND DEVELOPMENT COMMISSION
(Seventh session)

Geneva, 18-22 May 2015

Item 6: Progress report on promoting and strengthening synergies among the three pillars

Speaker: Mr. Guillermo Valles,
Director, Division on International Trade
in Goods and Services, and Commodities, UNCTAD

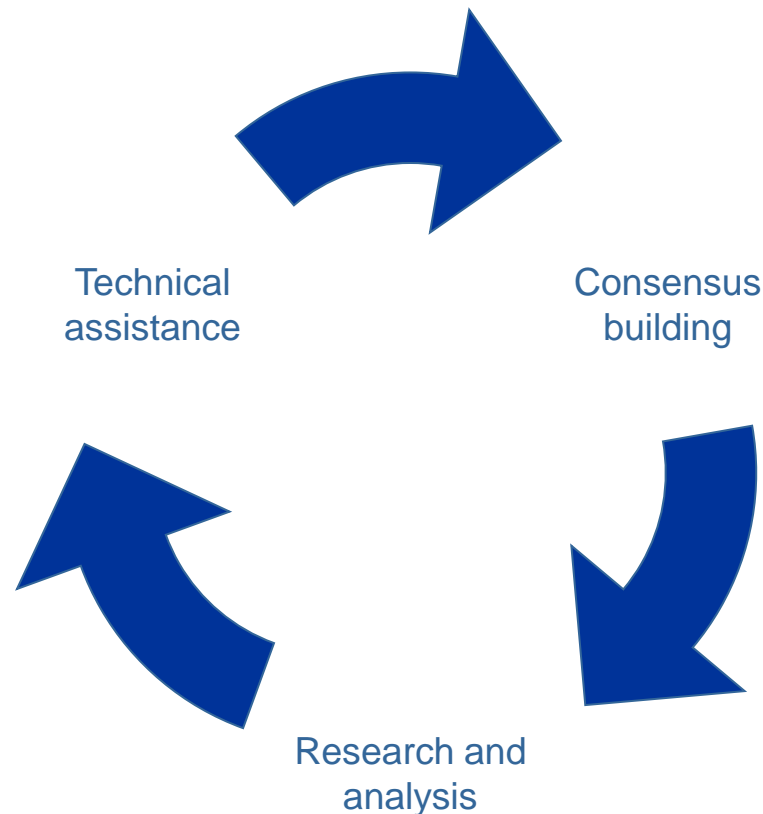


Promoting and Strengthening synergies among the three pillars

**Division on International Trade in Goods, and Services,
and Commodities**



Division on International Trade in Goods and Services, and Commodities (DITC)





What is the purpose of our work?

To help developing countries use international trade as a tool for their inclusive and sustainable development and equitable integration to the global economy.

“Prosperity for all through trade”



What do we do?

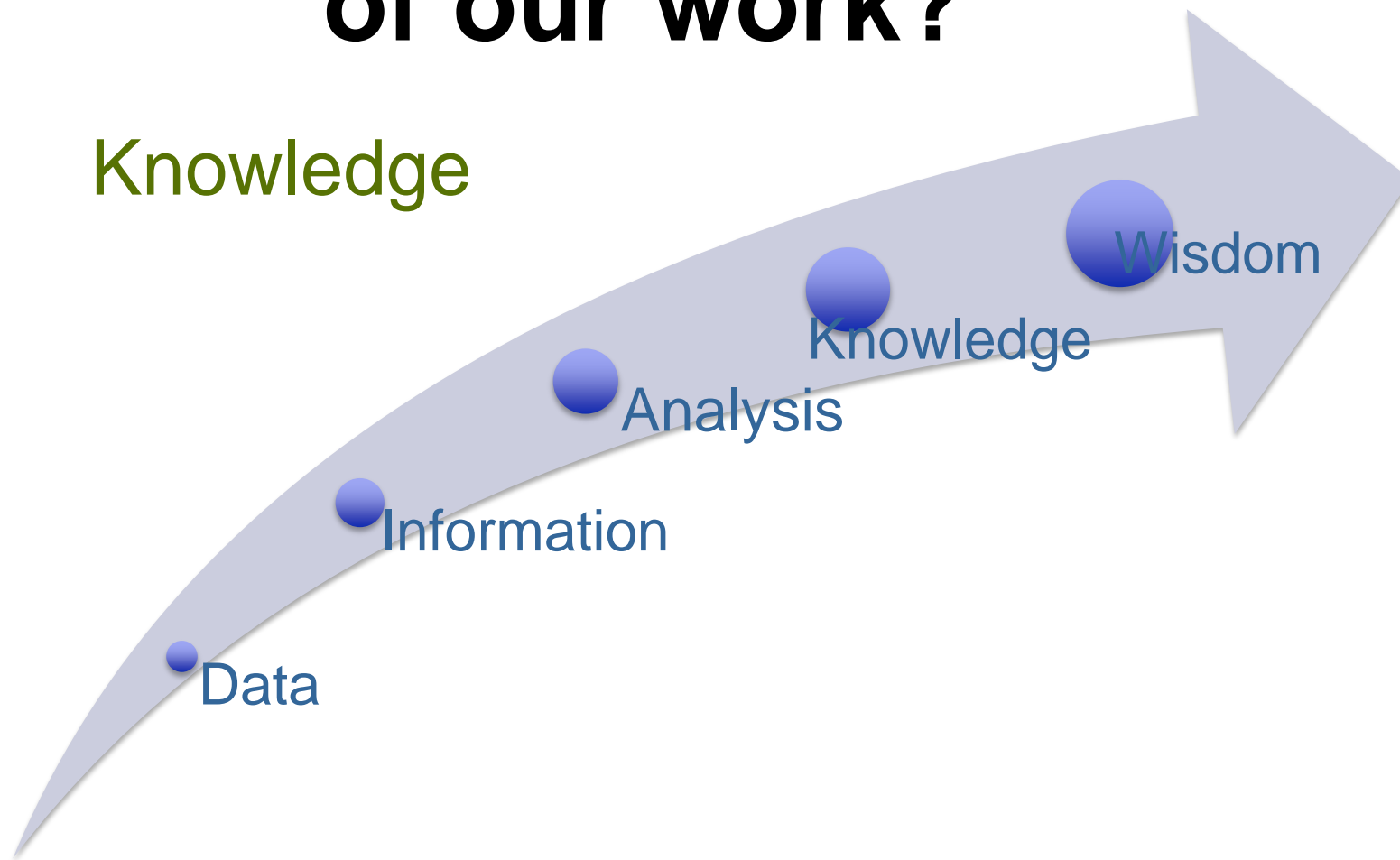
We analyze, build consensus and provide technical cooperation on trade related matters that disrupt or enable inclusive and sustainable development and equitable integration of developing countries to the world economy.

“we think, we discuss and we deliver on trade and trade policy issues”



What is the substance of our work?

Knowledge

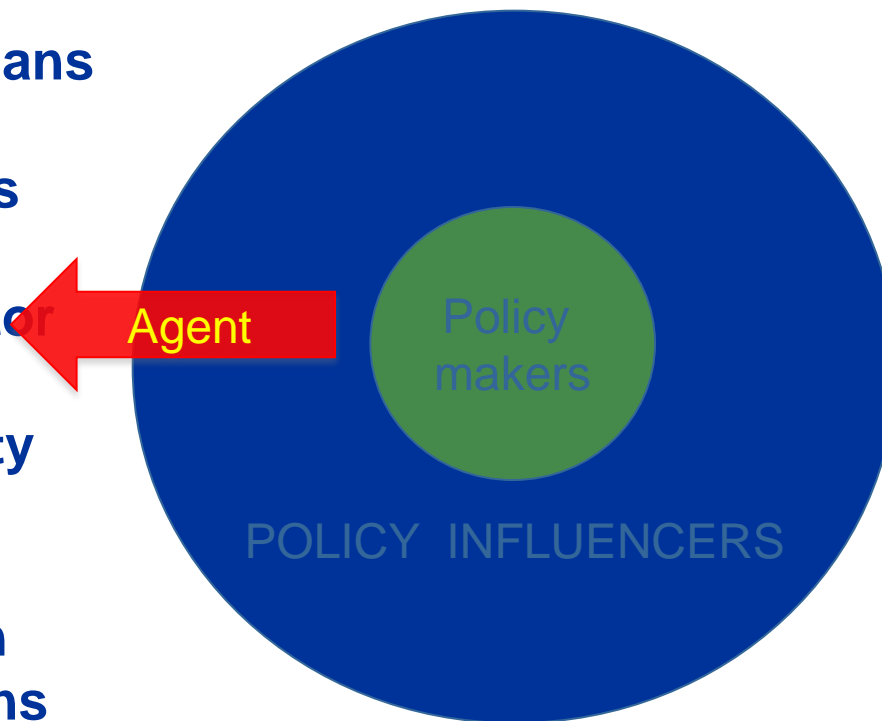




Who do we work for?

POLICY INFLUENCERS

- Parliamentarians
- Academics
- Private sector
- Civil society
- Regional Integration Organizations
- I.G.O



POLICY MAKERS

Geneva based

Capital based

New York based



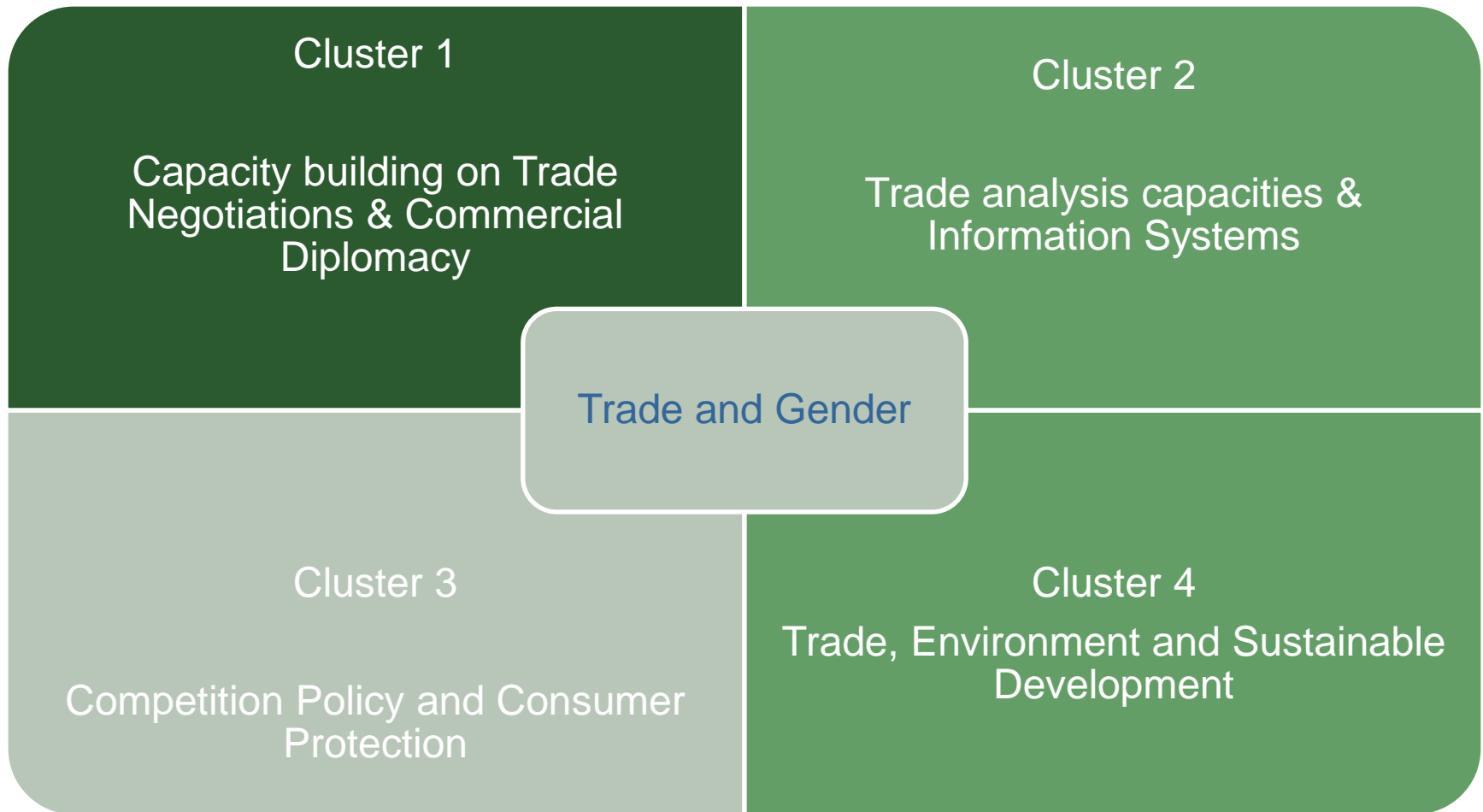
What is our context?

Growing:

1. **International trade on goods and services (with slow down in last 4 years)**
2. **Participation of Developing countries in global trade and GDP**
3. **South-South trade**
4. **Relevance of NTM relative to tariffs**
5. **Relevance of Global and Regional value chains**
6. **Relevance Intra-firm trade**
7. **Number of RTAS and prospects for fragmentation of the MTS**
8. **Re-commoditization of trade in many Developing countries**
9. **Climate change and deterioration of environment and biodiversity**
10. **Trade frictions as a result of exchange rate volatility and its impacts on tariffs; domestic mitigation policies, measures and private standards on climate change and national responses to food security**



Delivery Structure of DITC





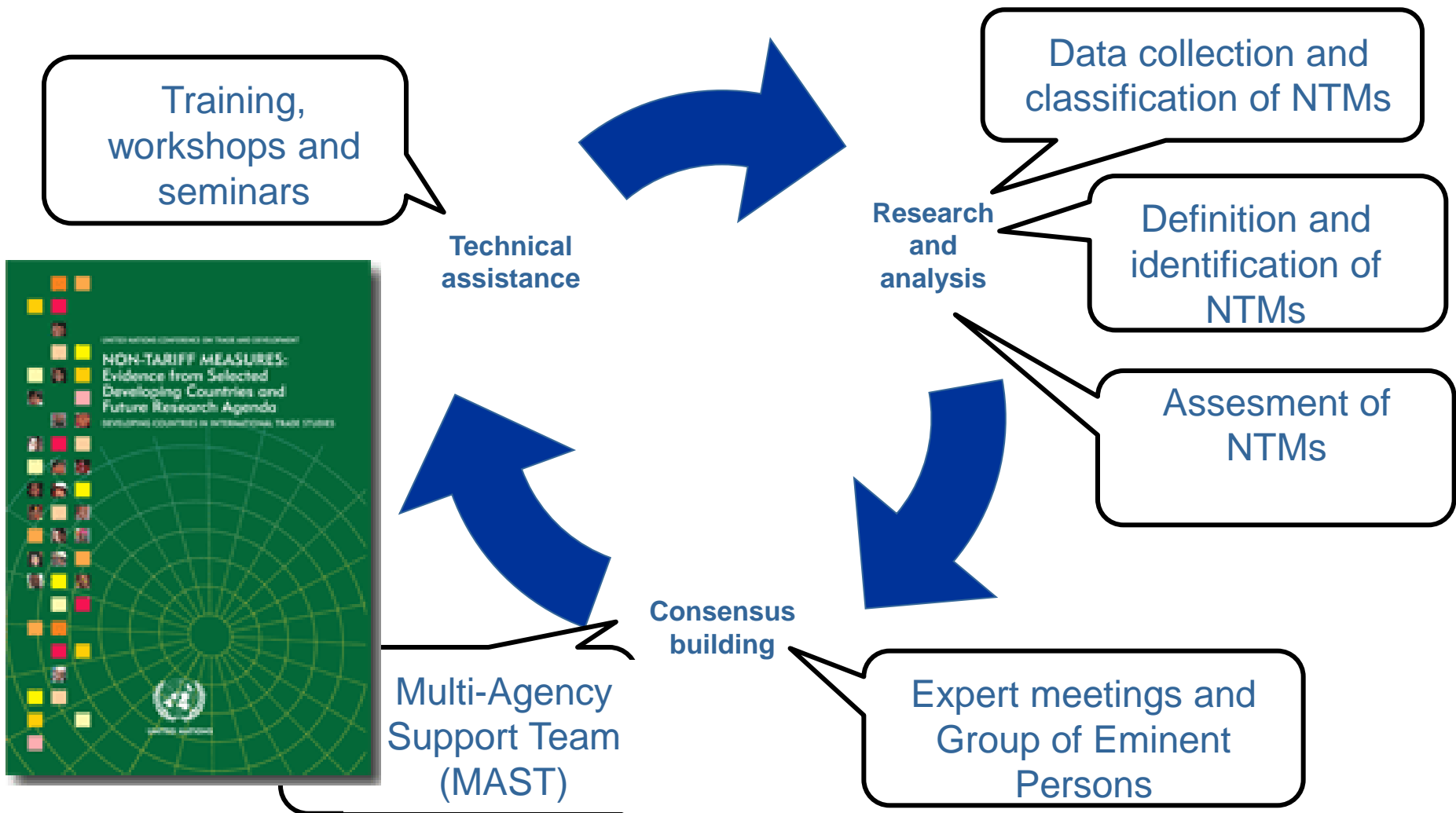
Specific examples of our work showing synergies among three pillars



COMPETITION POLICY PEER REVIEWS	TRADE POLICY REVIEW	SERVICES POLICY REVIEW	TRADE AND GENDER	CREATIVE ECONOMY	GREEN EXPORTS REVIEW
Serbia	Jamaica	Nepal	Cape-Verde	Cape Verde	Vanuatu
Armenia	Rwanda	Kyrgyz	Bhutan	Mozambique	Ecuador
Mongolia	Angola on going	Cuba	Lesotho	Zambia	Ethiopia on going
Tanzania	Zambia on going	Uganda I and II	Angola		
Pakistan	Dominican Republic on going	Nicaragua	Rwanda		
Nicaragua		Lesotho	Gambia		
Ukraine		Rwanda	Uruguay		
Fiji		Peru			
Seychelles		Jamaica			
Namibia		Paraguay			
Philippines		Bangladesh on going			
Albania					
Zambia					
Zimbabwe					
Papua New Guinee					

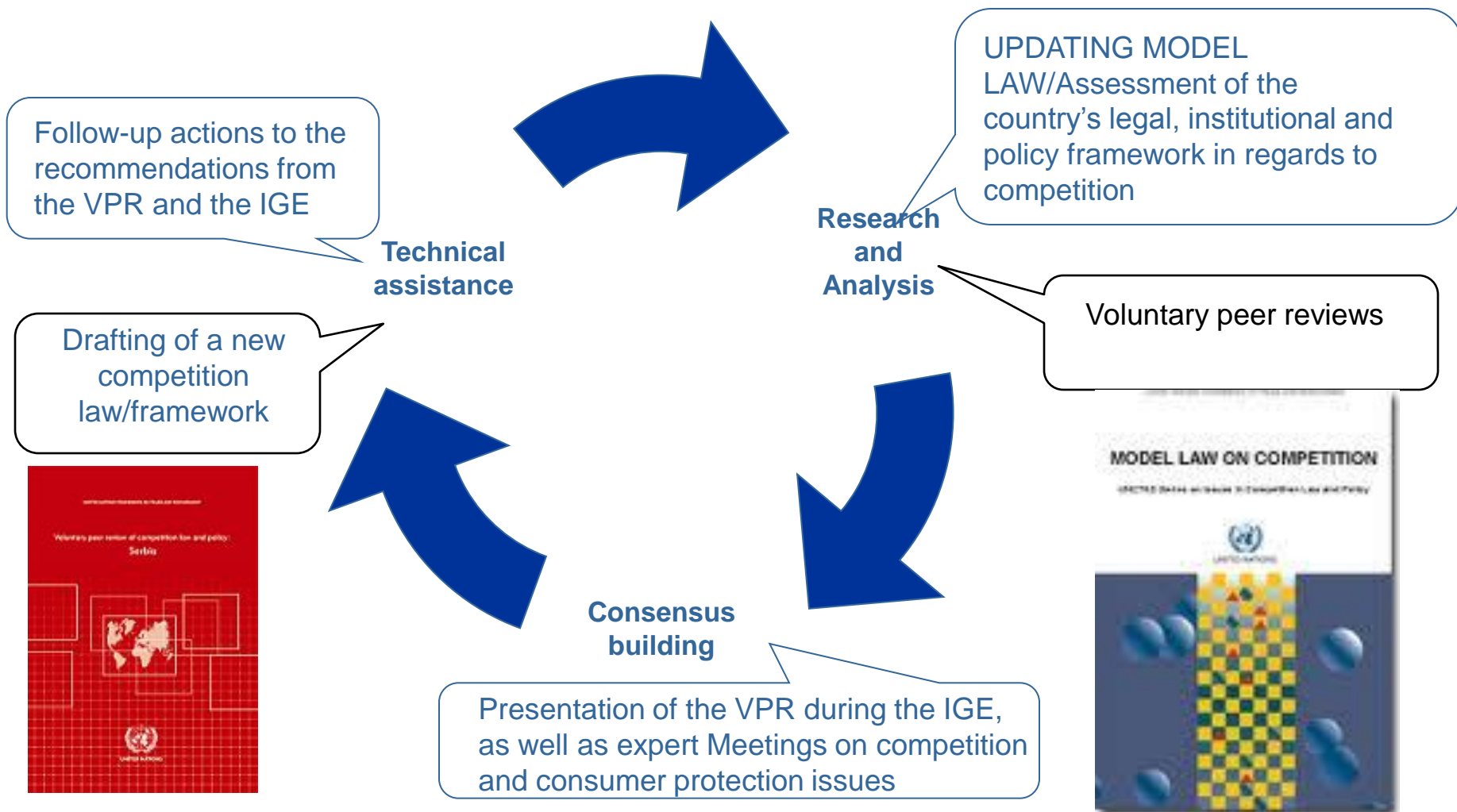


NTM



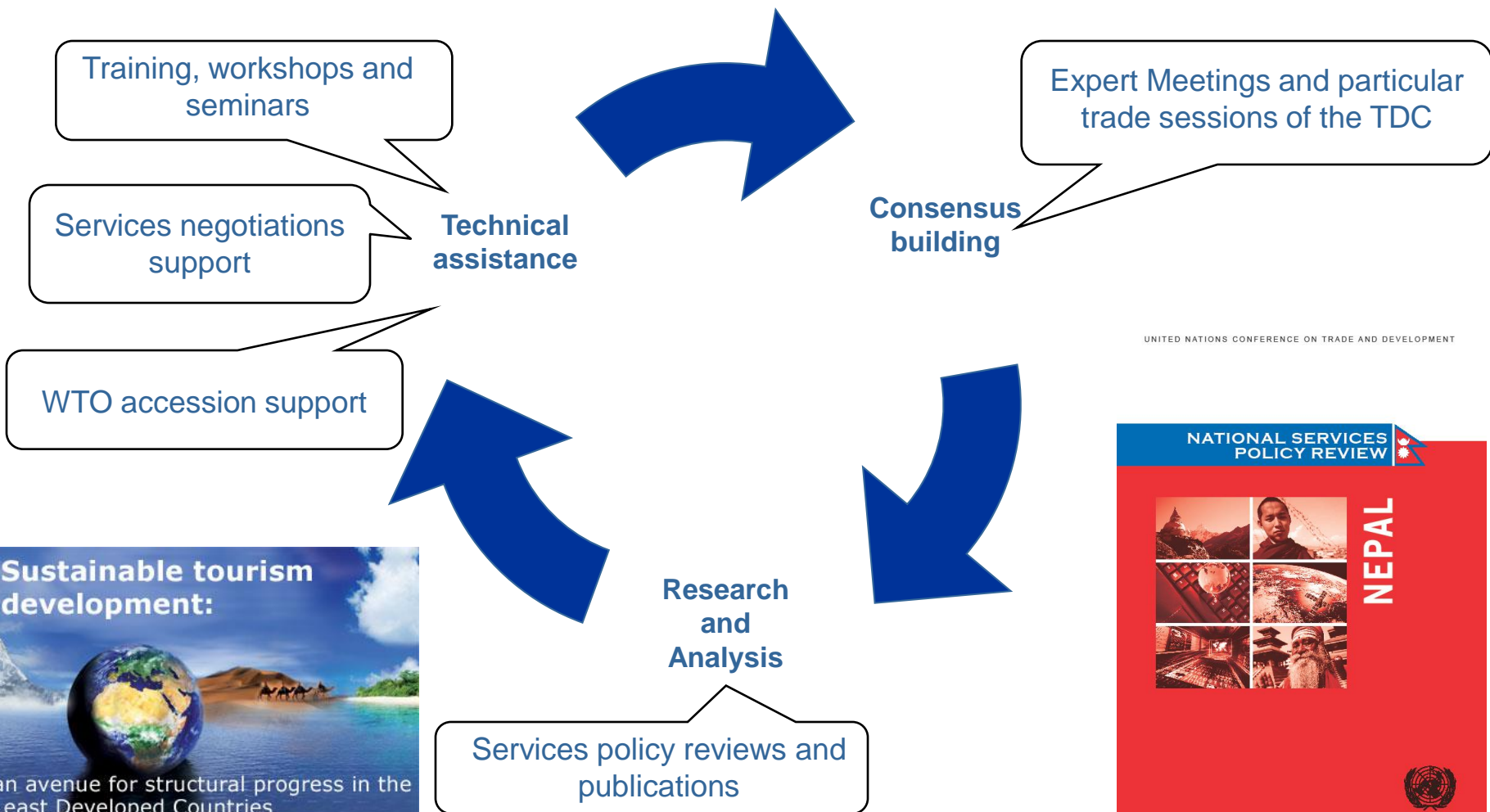


Competition policy

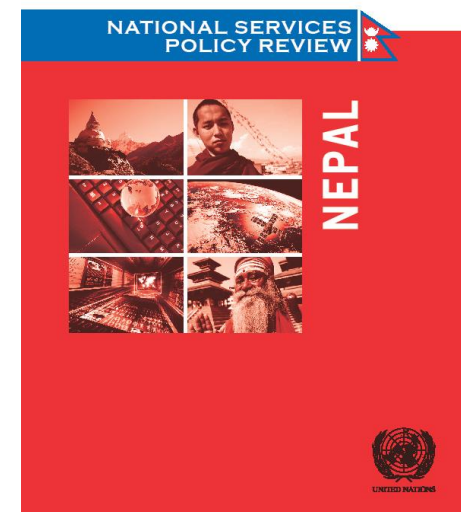




Trade in SERVICES



UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

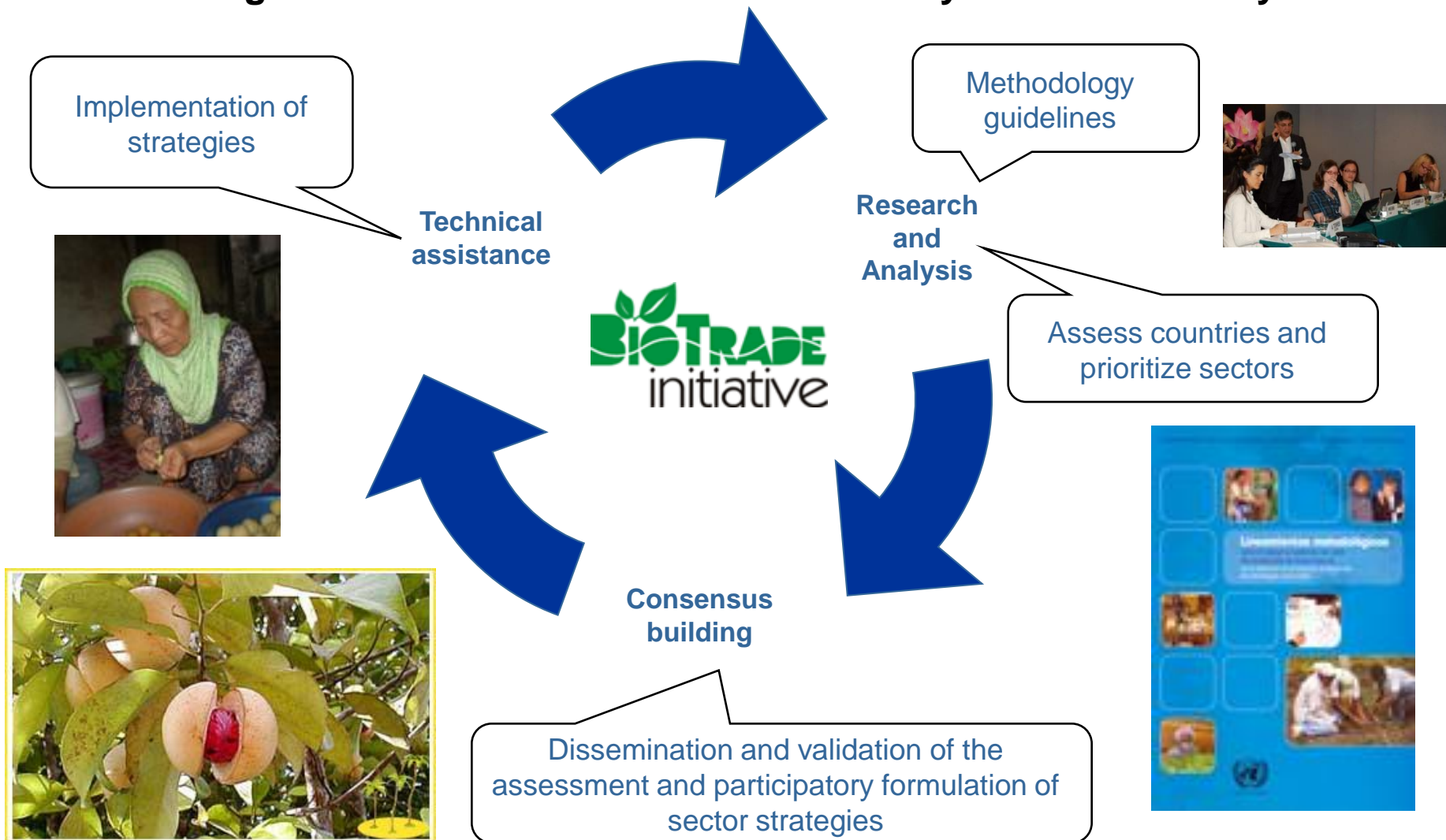


Trade in Services: Specific Examples

- **Intergovernmental** – Exploiting the development potential of services, development & trade
 - Global Services Forum (Doha 2012 and Beijing 2013)
 - MYEM on services, trade & development (14-17 April 2014, 11-13 May 2015)
 - Single-year EM on financial inclusion (November 2014)
 - Ad hoc EM on services (19-20 Nov 2013)
- **Research** – Services policy analysis and sectoral studies
 - Regulatory & institutional aspects of services, particularly infrastructure services
 - SPRs
 - Trade, investment and developmental links between countries of origin of migrants and their communities abroad
- **Technical cooperation** - Support DCs in formulating services policies (productive & trade capacities), regulations, institutions & strategies
 - SPRs
 - Services trade negotiations (eg. LDC waiver) and regional integration (eg. SADC, COMESA, pan-African CFTA, ALADI, ACP-EU EPA)



The BioTrade Initiative: enhancing capacity to produce and trade value-added goods and services derived sustainably from biodiversity



Selected Products

For synergies among the three pillars



BIO TRADE





**E-learning courses for capturing
biodiversity & carbon markets**

GO





Content

1.

Background and objective

2.

E-learning courses:

- Value chain development
- REDD+

3.

Looking forward



The BioTrade Initiative of UNCTAD – Launched in 1996 – aims to promote trade and investment in biodiversity derived products and services to further sustainable development

Mandate

MDGs - CSD

Sustainable development objectives

UNCTAD XII, XIII

CBD and other MEAS objectives

BioTrade Principles

P1. Conservation

P2. Sustainable use

P3. Equitable benefit-sharing

P4. Socio-economic sustainability

P5. Legal compliance

P6. Respect for actors' rights

P7. Clear land tenure & resources access

Approaches

Value chain

Sustainable livelihoods

Ecosystem approach

Adaptive management

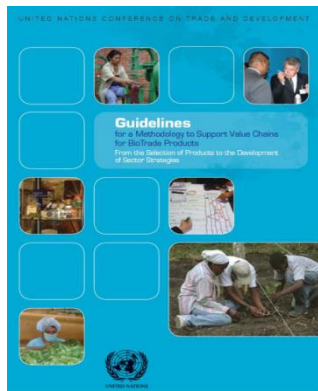
Aim of the e-courses



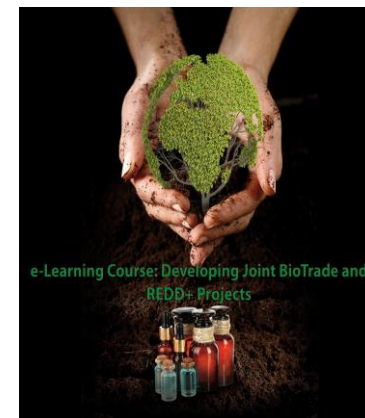
Methodologies:

Address / tackle emerging issues:

Value chain development



Climate change & biodiversity



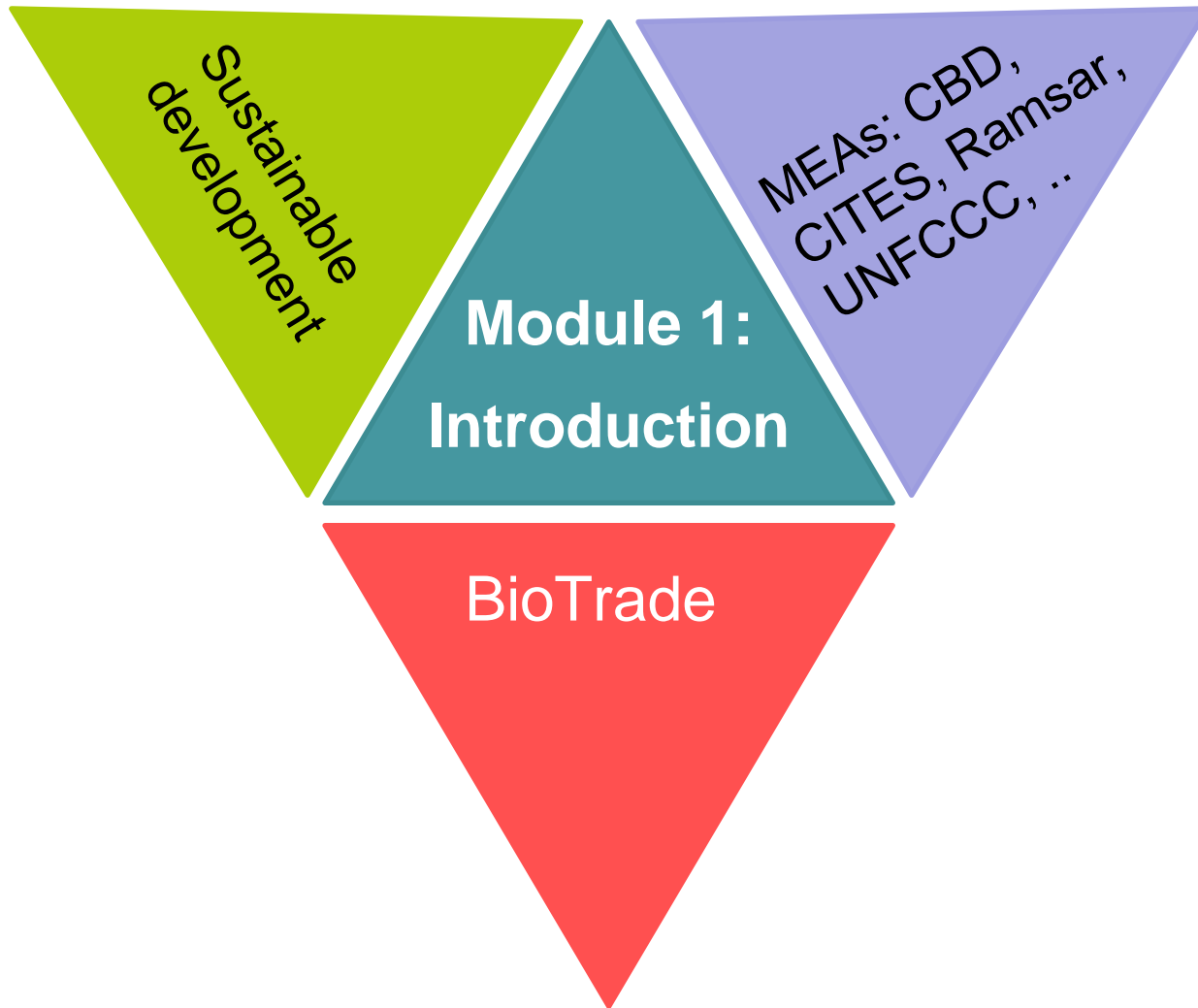
a) E-course on BioTrade and value chain development

Faciliate processes and formulation of strategies and actions plans that enable the development of value chains



- Language: Spanish
- Participants in LAC: Ministries trade and environment, trade promotion agencies and private sector
- 2 modules & exercises: 6 hours / 2 weeks

Partnership with TrainForTrade (platform and IT support) and BioTrade (TA and know-how)





Module 2: BioTrade Value chain methodology



List of products and services

Product groups

Prioritizing

Selection of matrixes

Strategic analysis

Gathering of information

Mapping

GAP analysis

Analysis of problems and solutions

Prioritizing the solutions

Strategic lines of work

Formulating a work plan of activities

Validation of the strategy

Implementation of the strategy (M&E, redefine)

Sector or value chain level

Company level





b) E-course: Developing joint BioTrade & REDD+ projects

Enable participants to understand the key concepts and methodologies related to BioTrade and REDD+ in order to develop joint projects

- 20 hours in one month
- Participants in LAC and Africa
- Languages: English, Spanish & Portuguese*



E-course content

Module 1

- Introduction to BioTrade: Principles, Criteria, Approaches, Methodologies and Guidelines

Module 2

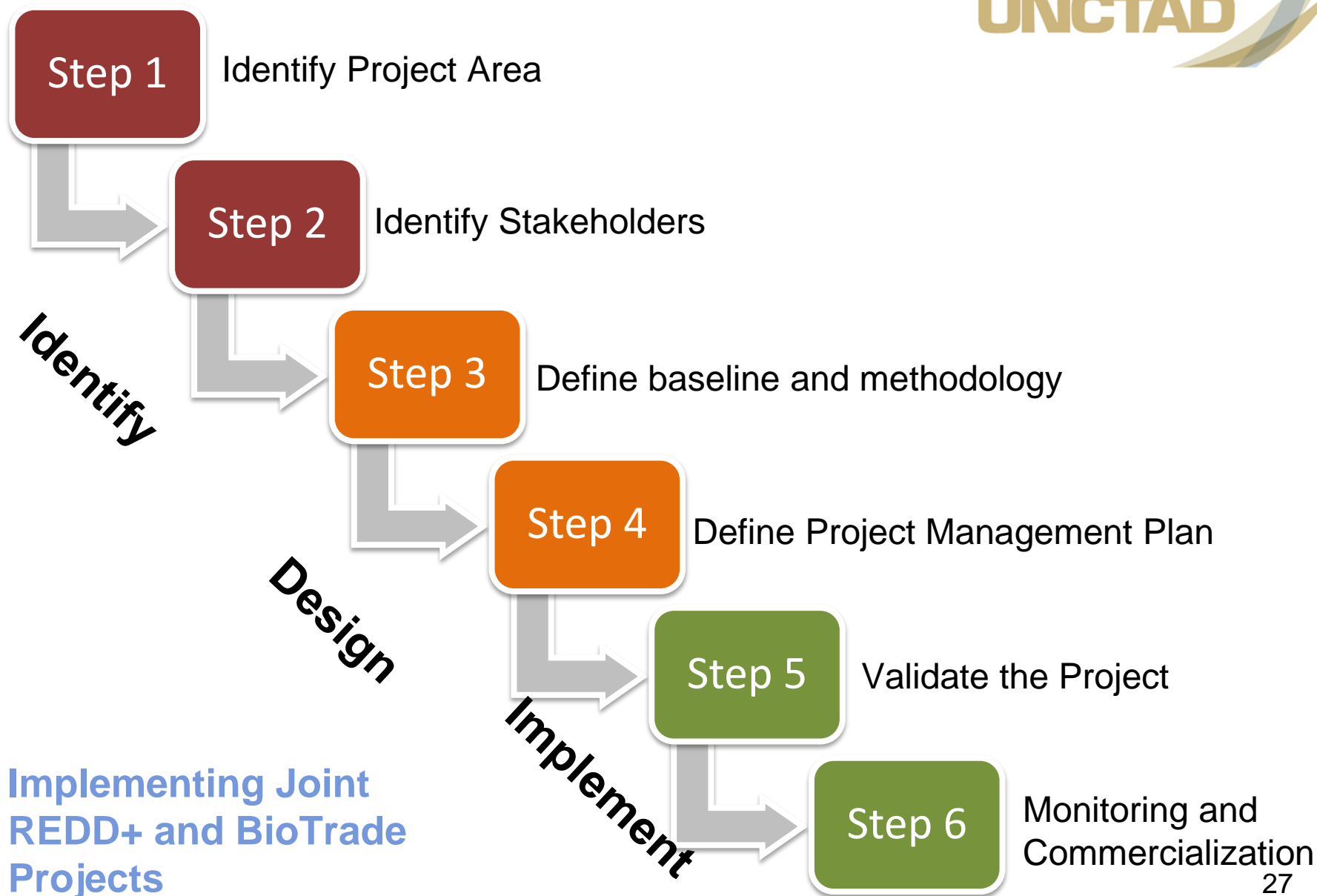
- Introduction to REDD+: Project Design, Implementation and Carbon Trading

Module 3

- Synergies between REDD+ and BioTrade

Module 4

- Implementing REDD+ and BioTrade projects



**Implementing Joint
REDD+ and BioTrade
Projects**



Looking forward

Continue promoting and conducting the e-courses

- BioTrade and climate change mitigation (REDD+) for LAC and Pacific regions

Self-pace courses

- Introduction to BioTrade (English)
 - tentative Sept. 2015

Establish partnerships

- To expand the e-courses scope/information
- Develop new courses



TRADE AND GENDER

Knowledge gap

- Trade and gender links:
 - understudied area within gender and economics
- Trade policy not sufficiently used for inclusive development and women's empowerment

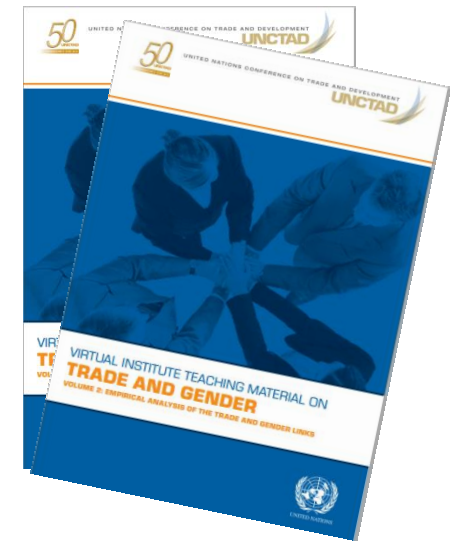
Analytical work

- 7 country case studies on T&G conducted by UNCTAD during 2010-2014
- Other materials on T&G produced by UNCTAD, other international organizations, research institutes/academia



Manual on trade and gender

- **Volume I: Unfolding the links**
 - discusses the conceptual, theoretical and empirical links between T&G
- **Volume II: Empirical analysis of the trade and gender links**
 - Introduces different quantitative approaches/ methodologies to analyze these links empirically



On-line course on trade and gender

- Based on Volume I of the teaching manual
- First edition: 19 January - 8 March 2015
- 186 applications from 51 developing countries/economies in transition
- 100 applicants selected
- 66 participants graduated

In cooperation
with Vi with
support from
Finland and
DA

Findings from the online course follow-up questionnaire

Fig. 1. Extent to which participants were previously familiar with concept discussed

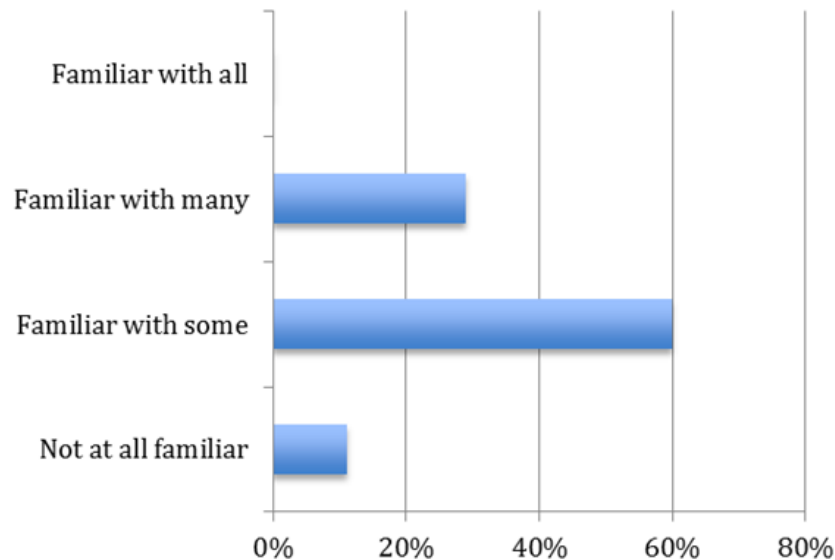


Fig. 2. Extent to which the course enhanced participants' understanding of the two-way relationship between trade and gender

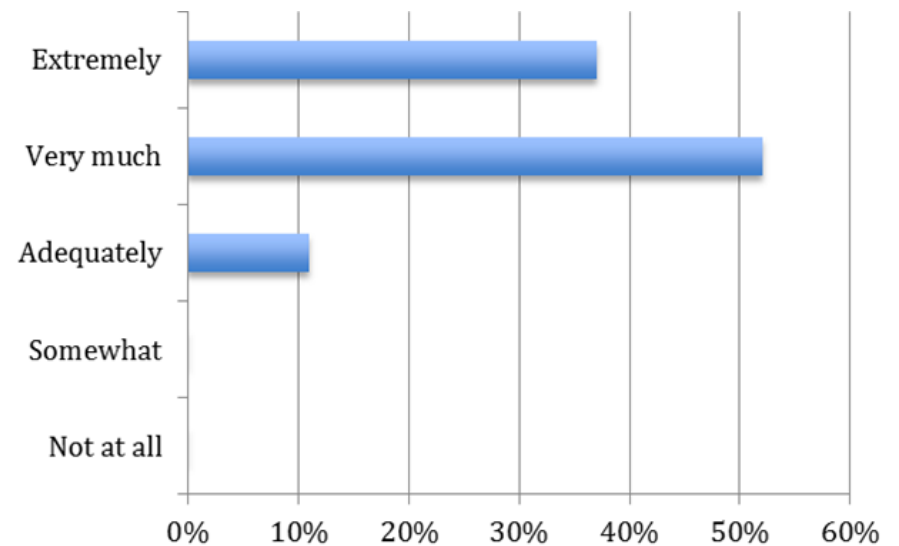


Fig. 3. Extent to which the course was successful in explaining how to examine the gender profile of an economy

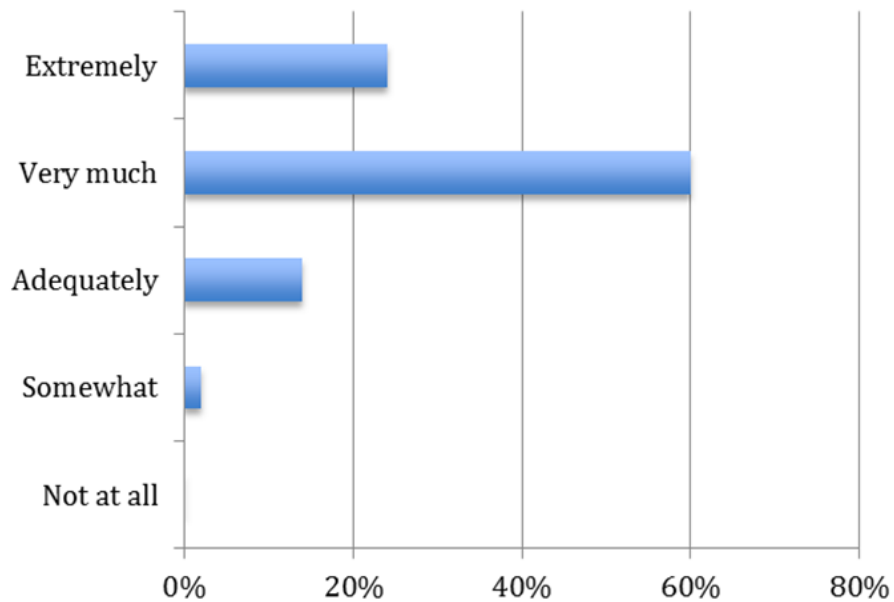
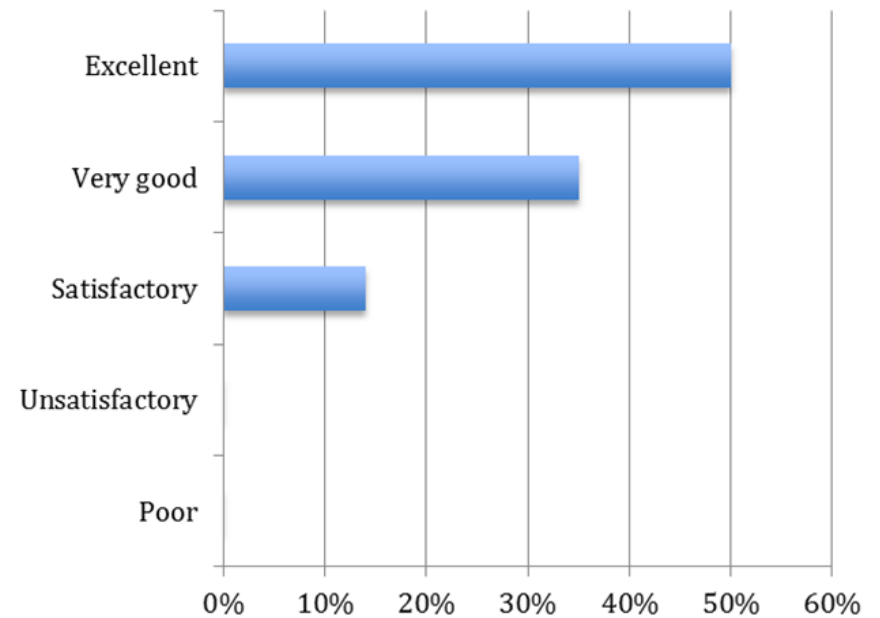


Fig. 4. Participants' global rating of the online course



Participants' views

"I was really pleased with the content of the course and felt like it covered many of the main issues". Female participant from Thailand

"I will be teaching a gender and development course next semester, and I will devote two weeks to the content of the course". Female participant from Turkey

"This course is very important and pertinent from me and many more people working in developing countries. The sufferings of women across the world and especially in sub-Saharan countries need urgent interventions. Trade and gender is now incorporated in my overall work programmes. Thanks to UNCTAD for the opportunity and hope for more collaborations". Male participant from the Democratic Republic of the Congo

"It was great doing this course. In future I would love to join other courses on Gender". Female participant from India

"Please come up with more online trainings linking trade with many more aspects". Male participant from Nigeria

"It would be good to have a follow up course that show us how to investigate quantitatively using stata, etc." Female participant from Botswana

"I just realized that this course ends on International Women's Day. Good job ;) and Happy International Women's Day to the amazing people who created this course". Male participant from Ecuador



The way ahead

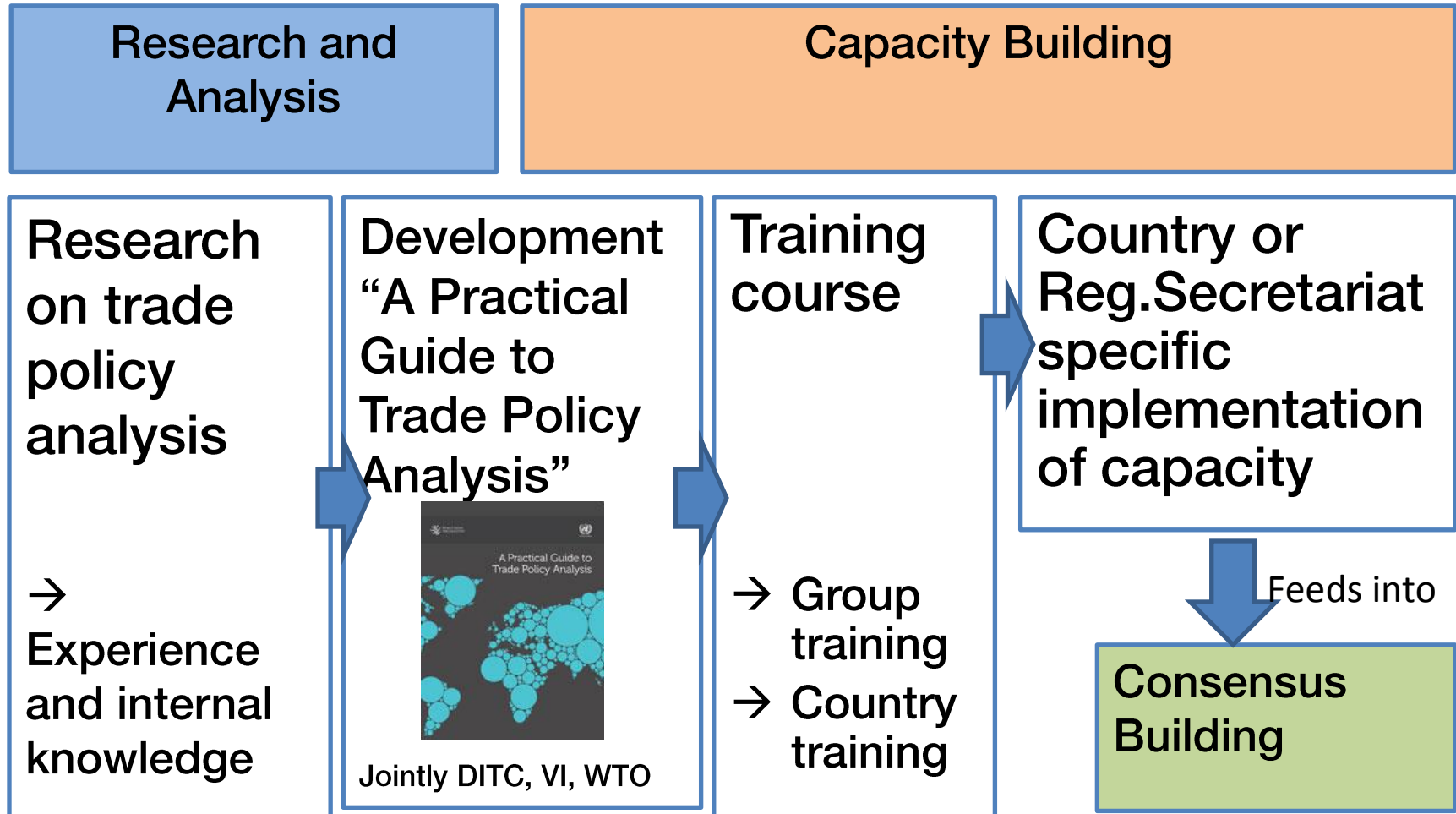
- **New edition: First trimester 2016**
- **Interest from two regions (Caribbean, East Africa) to adapt the course**
- **Cooperation with UN Women: satellite course**
- **Regional workshop on trade and gender analysis, South Africa, 15-19 June 2015**



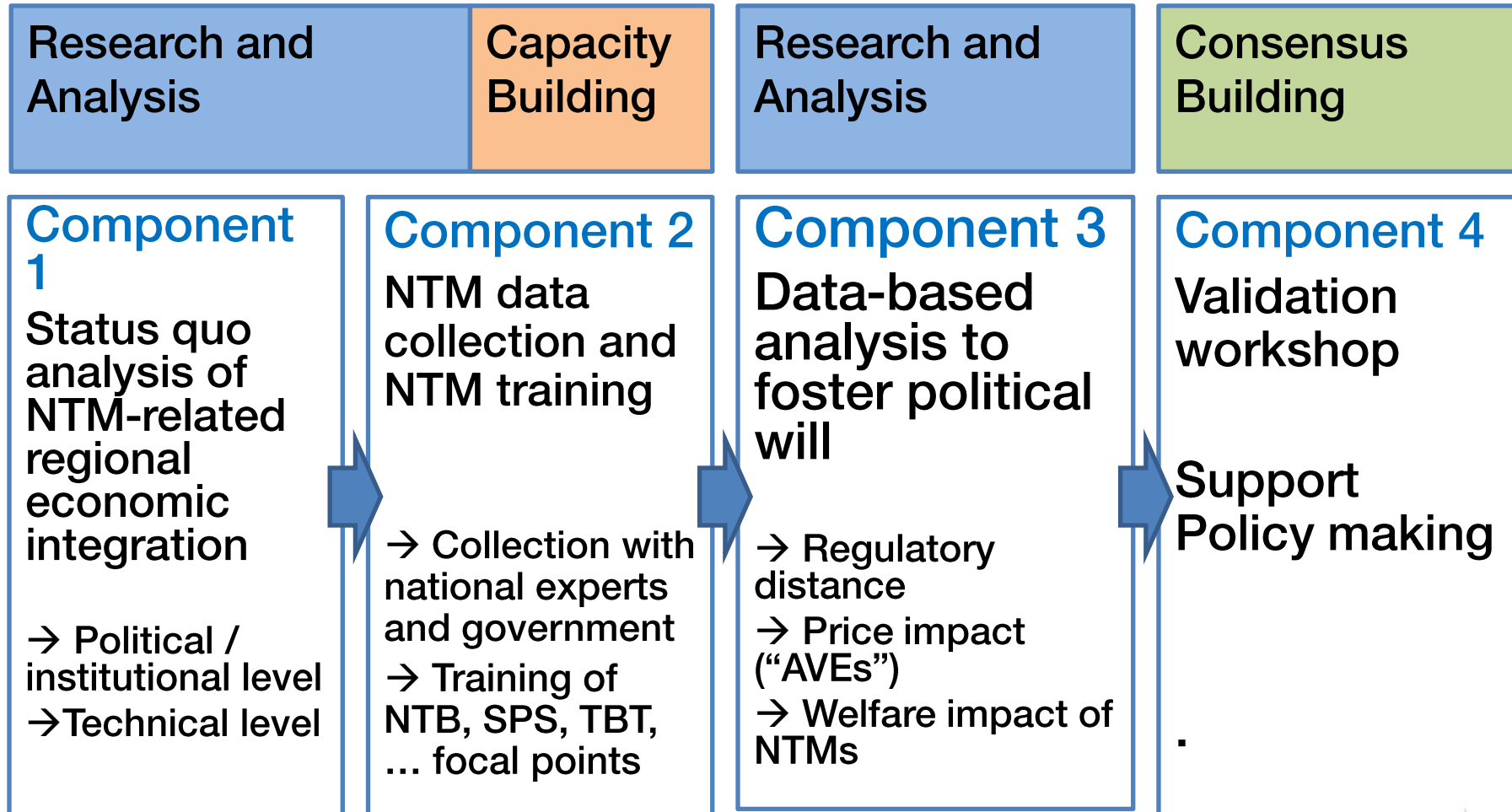
TRADE ANALYSIS



Trade Policy Analysis Toolkit

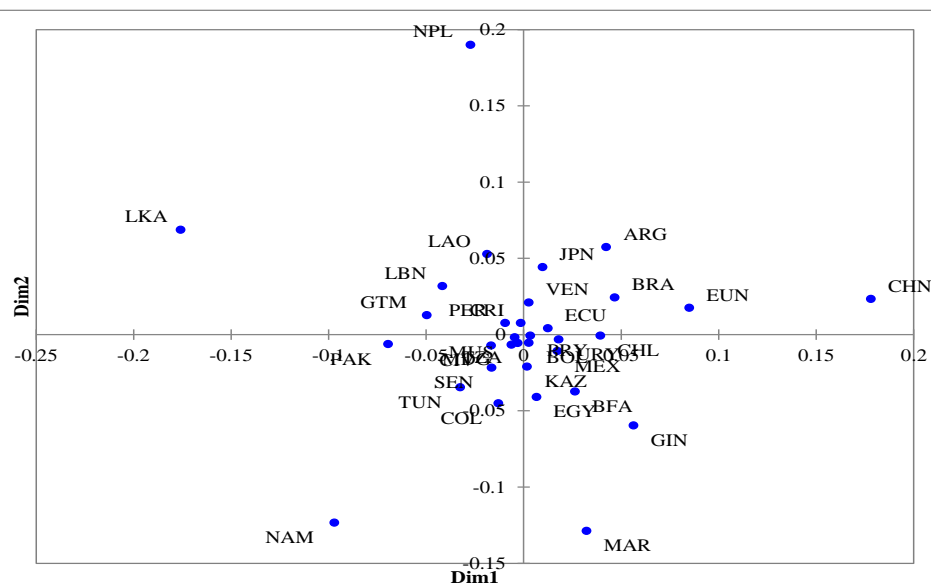


Regional Non-Tariff Measure Integration Review



Distance in Regulatory Structure

- NTMs registered for each country at the national tariff line level and classified at 3 digit NTM code
 - Structure of NTM policy can be analyzed and compared across countries
 - To identify status, potential and priorities of harmonization



NTMs at NTL	A	B	C
A21: MRL	1	1	0
A81: Inspection	1	1	0
A83: Certificate	0	1	0
E11: License	0	0	1

Distance in Regulatory Stringency

- In-depth comparison of NTMs for a specific product
- *Previous example: data told us that A and B apply maximum residual limits of pesticides: but how strict are they? Are they the same or different?*
- Value chain analysis

NTMs at NTL	A	B	C
A21: MRL	1	1	0
A81: Inspection	1	1	0
A83: Certificate	0	1	0
E11: License	0	0	1



The Gazette of the Democratic Socialist Republic of Sri Lanka
EXTRAORDINARY

අංක 1376/9 - 2005 ජනවාරි 19 වැනි දා - 2005.01.19
No. 1376/9 - WEDNESDAY, JANUARY 19, 2005

(Published by Authority)

PART I : SECTION (I) — GENERAL
Government Notifications

L.D. - B. 11/80 II

FOOD ACT, No. 26 OF 1980

REGULATIONS made by the Minister of Health in consultation with the Food Advisory Committee under No. 26 of 1980.

NIMAL SRI
Minister of Health
Uva Wellas

Colombo,
17th January, 2005.

Regulations

01. These Regulations may be cited as "Food (Labelling and Advertising) Regulations 2005."

02. No person shall sell, offer for sale, expose or keep for sale, transport or advertise for sale, any food in any container unless such package or container is labelled in accordance with these regulations.

Provided however that, these regulations shall not apply to any package of food if the food is of the nature or brand requested by the purchaser and is weighed, counted or measured in the presence of the purchaser.

Non-Tariff Measure online Training

- NTMs are important ...
- Transparency Gap

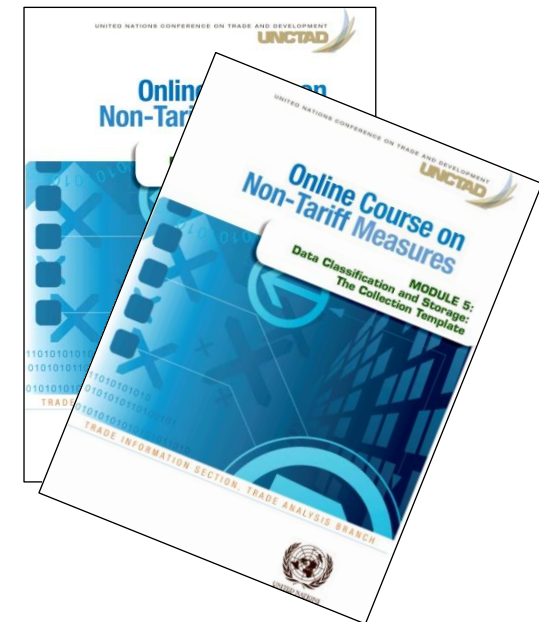
Objectives

- Our objective is to cover NTMs for 90 per cent of World Trade by 2015
- UNCTAD is collecting NTM data on numerous countries, including top 25 (the US, EU,), African countries, Latin America, ASEAN
- For analysis
- Global good: Data dissemination on WITS/TRAINS, i-TIP



Who is taking the course?

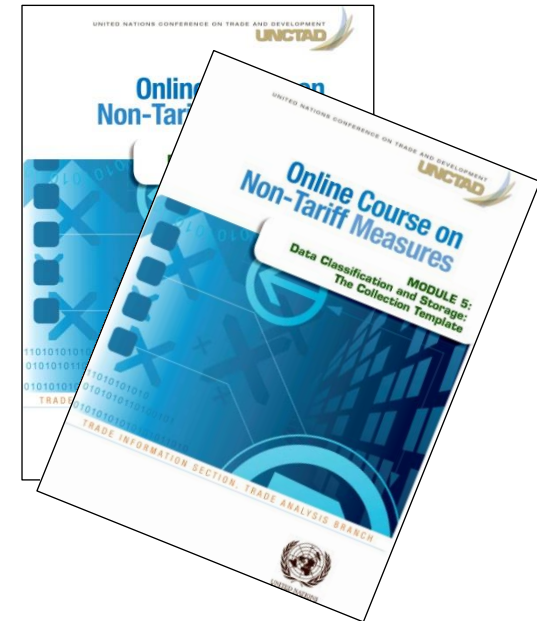
- Data collectors
- Government officials, researchers, and private sector who want to strengthen their understanding of NTMs, use NTM data, and/or who are involved in the design or negotiation of policies related to NTMs
- We reach out to regional grouping such as ASEAN or country requests
- 2014:
 - 455 applications from 99 countries,
 - 80 applicants selected
 - 60 successful candidates (72% passing rate!)
- 2015:
 - 240 applications
 - 85 applicants selected
 - This year course takes place June 1 – July 19, 2015



In cooperation with
Virtual Institute

Structure of the On-line training on NTM and data collection

- Five Modules
 - Module 1: Introduction to NTMs
 - Module 2: NTMs Classification
 - Module 3: Products Classification in HS System
 - Module 4: Guidelines to Collect NTMs
 - Module 5: Practice and Data storage: Template and WITS



Round Table on NTMs together with WTO and Prof. Olivier Cadot

- Successful participants will be awarded "UNCTAD Certified Non-Tariff Measure Data Collector" certificate
- Top graduates will become part of the UNCTAD NTM consultancy roster for future data collection or related work.

Findings from the online training follow-up questionnaire

Fig. 1. To what extent has the knowledge acquired during the online course (definition, theory, relevant research, classification, data collections, and template) contributed to deepen participants' understanding of NTM

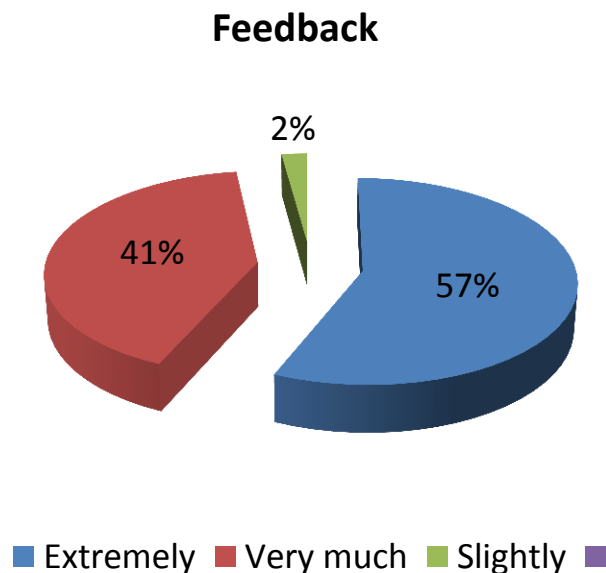
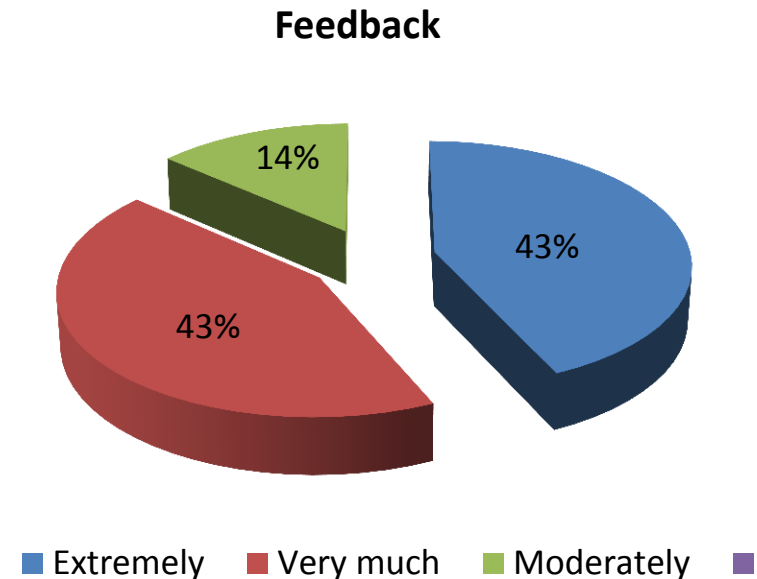


Fig. 2. To what extent has the knowledge acquired during the online course helped participants understand the policy issues that her/his country faces in international trade?



Participants' views

“This course will definitely be useful in providing information to our regional SMEs and in the breaking down of language of trade agreements (CARIFORUM-EU EPA)”.

“Thank you once again for the opportunity UNCTAD. This course has given me a deep insight into non-tariff measures and this will enable me to meaningfully contribute to the development of my country through various platforms.”.


“I immensely enjoyed the course. It has been thought provoking from the start until the end. It sort of changed my way of thinking in regards to the subject matter and above”.

“After taking the course, I will specifically use my knowledge on NTMs in my research on ASEAN economic community such as the Business Implications of NTMs in AEC 2015 ”.

“I am currently writing the proposal to assess the impact of NTM on Tanzania export in East African Community so the course is helped a lot to shape the methodology I am going to undertake”.

“This course will help me in the collection, right classification and tabulation of NTMs as we have to report regularly to our WTO mission regarding these trade policy measures, for onward submission to the WTO Secretariat.”

“Bravo to all who have designed this course”.



COMPETITION POLICY PEER REVIEWS





UNCTAD VOLUNTARY PEER REVIEW OF COMPETITION LAW AND POLICY

What is a Peer Review?

- Peer Review is the scrutiny by peers of the competition law and policy of a country, its institutional arrangements and effectiveness in competition law enforcement.
- It is done on a voluntary basis for those countries which approach UNCTAD for this exercise.

What is the Objective of a Peer Review?

- To identify areas for improvement in the legal and institutional framework thereby contributing to enhancing the quality, efficiency and effectiveness of competition law enforcement in reviewed countries.



Phases of the Peer Review (PR) Process

- **Phase I: Preparation of the peer review report**
- **Phase II: Examination during the annual session of the Intergovernmental Group of Experts (IGE) on Competition Law and Policy**
- **Phase III: Follow-up technical assistance**



Phase I - Preparation of the Peer Review Report

- UNCTAD appoints a PR team composed of **independent expert(s) and UNCTAD staff**.
- Independent experts are selected in agreement with the reviewed country to prepare a **frank assessment** report.
- A **fact finding mission** is carried out in the country to be peer reviewed to collect information and to understand the functioning of the agency and law enforcement, as well as to find out what kind of challenges the agency faces.
- The role of independent experts is to prepare the peer review report based on the information and data obtained by desk research and during the fact finding mission.
- The role of UNCTAD is to provide guidance and feedback to the experts and ensure the transparency, quality and objectivity of the report.
- Once the report is completed, it is sent to the reviewed country to check the accuracy of data and provide comments.



PHASE II - Examination during the IGE meeting

- **Examination during the IGE meeting:** A formal exchange between a panel of reviewers and the reviewed party based on findings of the PR report.
- **Panel of reviewers:** One Chair + 3 reviewers selected in consultation with the reviewed country.
- **Reviewers are competition officials or respected academics.**
- **The role of reviewers:** To assist the reviewed party to address the challenges they face and identify solutions for the improvement of their competition law and its enforcement; and strengthen their relevant institutions.



PHASE II - Examination during the IGE meeting

Interactive discussion:

- Reviewers and participants ask questions and the reviewed party provides answers.
- Reviewed party has the opportunity to clarify the findings and recommendations of the PR Report as well as provide updates.
- Reviewed party may ask questions to other competition officials to benefit from their experiences.

Discussion on the way forward



Phase III



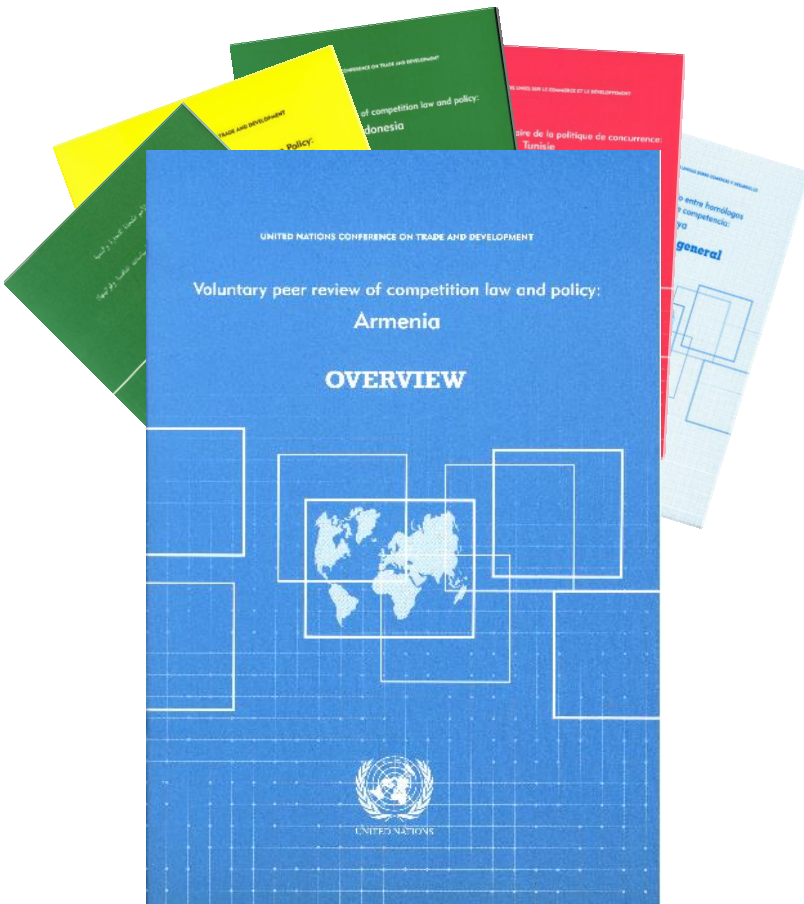
PHASE III – Follow-up Technical Assistance

- **PR Report includes findings and recommendations which require further action.**
- **Based on these, UNCTAD prepares a capacity building project proposal for consideration by the reviewed country and the development partners.**
- **UNCTAD Project Proposal is presented at the end of the interactive discussion during the PR session at the Intergovernmental Group of Experts meeting.**



UNCTAD Voluntary Peer Reviews of Competition Law and Policy

- Jamaica; Kenya (2005)
- Tunisia (2006)
- West African Economic and Monetary Union, Benin and Senegal (2007)
- Costa Rica (2008)
- Indonesia (2009)
- Armenia (2010)
- Serbia (2011)
- Mongolia; Tripartite: United Republic of Tanzania-Zambia-Zimbabwe (2012)
- Ukraine; Pakistan; Nicaragua (2013)
- Namibia; Philippines; Seychelles (2014)
- Albania; Fiji and Papua New Guinea (2015)





SERVICES POLICY REVIEWS

What are SPRs?

- A **systematic review** of the economic, regulatory and institutional frameworks characterizing the domestic services sectors towards:
 - Promoting coherent and comprehensive national sectoral development plans & strategies;
 - Identifying trade policy options that advance national sectoral development objectives;
- Provide an **overview of the services** sector **in-depth analysis** on a few selected services categories;
- A key part of UNCTAD's **toolkit** on enhancing regulations and institutions to harness development benefits of services. Also:
 - Multi-year Expert Meeting on Trade, Services and Development:
 - Platform for expert deliberation through an exchange of country experiences and lessons learned to identify best-fit practices on services and trade;
 - Country survey, case studies and other dedicated research:
 - UNCTAD conducted surveys of infrastructure regulators and competition authorities (part I on regulation and institutions, and part II on trade).



SPR Objectives

1. Strengthen policy, regulatory and institutional frameworks to harness benefits from the services sector;
2. Strengthen coherence and interlinkages among sectors in the national economy;
3. Manage a successful services reform process, including through multi-stakeholder engagement;
4. Recognise the special role of infrastructure services (ISS) and knowledge-based services for structural transformation;
5. Improve negotiating capacities and evidence-based approaches for services trade;
6. Monitor results achieved through reforms and adjust related policies over time.



SPR Methodology

SPR Activities

Launch of the review process

Desk-based assessment

1st multi-stakeholder consultation

Field research and follow-up investigations

2nd multi-stakeholder consultation for validation

Dissemination

Implementation & follow-up



SPR Methodology

1 - Launch of the review process:

- Official request, identification of the main focal point, terms of reference and identification of sectoral coverage;
- Designation of a national expert team, who will conduct field-based research. This team is multi-disciplinary, combining economic, legal and policy skills, for instance from researchers, academics, and government representatives;

2 - Desk-based assessment:

- UNCTAD develops a desk-based research to report a comprehensive overview of the services economy and an in-depth analysis of the existing policy, regulatory and institutional frameworks;
- Provides the basis for the field research;

SPRs are an opportunity to review and improve services data:

- Assessments on step 2 and 3 require available, timely, specific, detailed data;
- The methodology relies in the use of various national (diverse set of institutions - e.g. Ministries, Central Banks, Chambers of Commerce, Trade and Industry Associations) and international sources (e.g. UNCTADStat - UNCTAD; WDI - World Bank, Balance of payment statistics - IMF; TiVA - OECD/WTO);
- It is important to identify early a possible need for surveys, visits and interviews.



SPR Methodology

3 - 1st multi-stakeholder consultation:

- A first round of national workshops is organised as a basis for a national multi-stakeholder consultation to seek inputs and guidance from key stakeholders, based on findings from the desk study and surveys, to feed field research;
- SPRs should provide a detailed picture of policy, regulatory and institutional frameworks applicable, identifying possible gaps and areas of reform;
- Attention should be given to whether foreign firms and services are allowed to enter the market and compete with domestic ones. This requires the revision of both horizontal and sector-specific legislation, including on investment, commercial enterprises, international transfer of funds, asset ownership, mobility of natural persons, competition, government procurement, access to justice;
- Institutional framework analysis should focus on main government bodies involved in regulating the sector, and assess their mandate, institutional settings, effectiveness and capacity to formulate, monitor and implement regulations;
- It is important to assess how government, regulators and other relevant authorities (e.g. competition authority) interact and coordinate to establish policy coherence and identifying their national services interest in trade negotiations. Assessment of regional and international interactions may also be relevant;
- Surveys and interviews will also inform on how laws are applied and on institutional effectiveness.



SPR Methodology

4 - Field research and follow-up investigations:

- Building on the desk study, UNCTAD works together with the national expert team to conduct field research and follow-up investigations and draft the report;
- Analysis is deepened with updated quantitative and qualitative information;
- Quality control by inputs from continuous interactions for review and comments with national stakeholders and peer review team (internal and external experts);

5 - 2nd multi-stakeholder consultation for validation:

- The report is reviewed by national stakeholders in another round of multi-stakeholder consultative workshops, aiming policy relevance and adoption;
- Findings, recommendations and proposed action plan are critically examined towards a validated outcome to submit to the government for consideration;

6 - In-country and cross-country dissemination:

- SPRs are published for wider dissemination, to enrich the knowledge base, promote exchange of experiences and lessons learned, and to stimulate further participatory policymaking processes regarding services;
- Dedicated interregional consultative processes, and ministerial and technical intergovernmental deliberative processes (e.g. UNCTAD Global Services Forum, Trade and Development Commission, Multi-year Expert Meetings).

7 - Implementation and follow-up.



SPR Methodology

UNCTAD Research & Technical Support



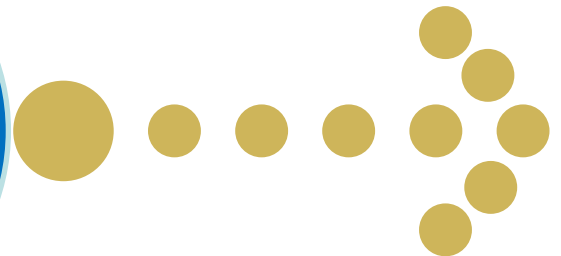
Research by National Experts



Stakeholder Involvement (incl. Focal Point Institution)



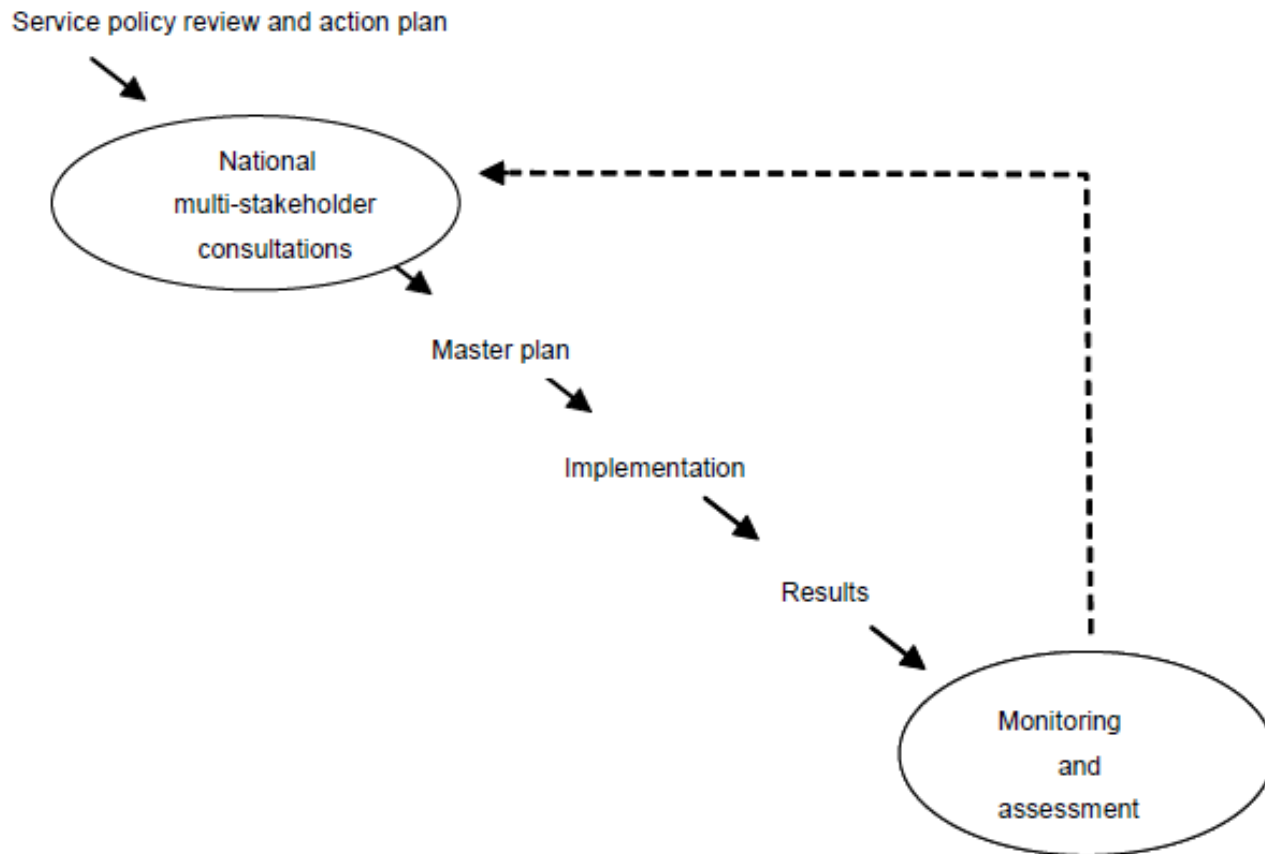
Implementation



SPR Methodology

Towards the services master plan / strategy

- SPRs are expected to catalyse and institutionalise an endogenous process of services policy formulation, implementation and review:



SPR Methodology

In addition to the multi-stakeholder process in individual countries, which culminates with the SPR report, UNCTAD organizes other activities based on experience sharing among countries:

1. Study tours aim to:

- Allow the beneficiaries to learn from other countries' experience in implementing policy, regulatory and institutional frameworks supportive of services sector development and increased, sustainable trade;
- Promote institutional cooperation between counterpart organizations;
- Assist beneficiaries with implementation of findings and recommendations;

2. Regional workshops :

- Bring together officials of several countries from a region, including those with completed SPRs, national and regional research institutes, and international organizations to reflect on opportunities and challenges relating to services and services trade.

3. Intergovernmental processes:

- UNCTAD Global Services Forum, Trade and Development Commission, Multi-year Expert Meetings



Services Reviews undertaken

Africa

- Angola
- Lesotho
- Rwanda
- Uganda I and II

Asia

- Bangladesh
- Kyrgyzstan
- Nepal

Latin America

- Jamaica
- Nicaragua
- Paraguay
- Peru



This includes services reviews on SPRs and Trade Policy Frameworks. Other general reviews of services policies supported by UNCTAD were undertaken by: Andean countries, Colombia, Jordan, SADC countries.

Services Policy Reviews

1. Kyrgyz Republic (2010)	Tourism and energy services
2. Uganda I (2010)	Insurance, legal, accounting, construction, engineering serv.
3. Nepal (2010)	Tourism and ICT services (software)
4. Lesotho (2011)	Financial, professional (health) and tourism services
5. Rwanda (2011/2013)	Tourism, ICT and IT-enabled services
6. Peru (2013)	Engineering (focus on consultancies), logistic, accounting and computer services
7. Uganda II (2013)	Distribution, ICT services and computer and related services (CRS) and services auxiliary to all modes of transport
8. Nicaragua (2013)	Tourism, Finance, Telecom and road transport services
9. Paraguay (2014)	Financial, Telecom, Education, Construction and related professional (architectural and engineering) services
10. Bangladesh (2014)	Tourism, Telecom and ICT, Construction, professional services



Services Policy Reviews

11. Jamaica (2013)	Tourism, ICT, creative industries, financial services
12. Angola (2015)	Energy, financial, construction, tourism, telecommunication, transport
13. Andean countries (2008)	Bolivia, Colombia, Ecuador, Peru, Venezuela Infrastructure, tourism, professional, construction, distribution services
14. SADC countries (2008)	Construction, energy, financial, telecommunication, transport and tourism services



Cross-cutting lessons learned

Policy coherence and coordination:

- Refers to horizontal and vertical coordination, not only between sectoral policies but also with trade, investment, competition, industrial, social and other policies;
- The overall services strategy should factor in several attributes of each category: value added, sophistication of skills, knowledge and technology intensiveness;
- A national agenda formulated in a single policy document may optimise impact;
- Example in ICT infrastructure: in the Republic of Korea, cooperation with the private sector for investment was aligned with proactive public policy intervention to build infrastructure and create demand;
- Coordination between regulators and the competition authority: In Uganda, the later issues non-binding preliminary opinions for consideration and action by sectoral regulators.



Cross-cutting lessons learned

Evidence-based policymaking:

- Builds on improved collection, treatment and analysis of services data;
- Example of Brazil's Integrated System of Foreign Trade in Services and Intangibles (SISCOSERV):
 - Ensures adequate classification of services activities according to the UN Central Product Classification and data collection on the 4 modes of trade in services;
 - Fed by mandatory reporting from economic agents for all services transactions between residents and non-residents;
 - Facilitated by a strong institutional setting derived from a Presidential decree and the country's experience in e-government and e-platforms;
- Qualitative analysis will continue to be relevant, especially while satisfactory data on services is not yet available.



Cross-cutting lessons learned

Effective institutions and governance:

- Includes national, regional and international levels of multi-stakeholder coordination, strategy definition, and resource allocation;
- An inter-institutional coordination mechanism benefits from endorsement at a high political level, a formalised legal mandate, resources and capabilities;
- Independent regulators are essential in ensuring neutral, effective and procompetitive regulation. Cooperation between regulatory bodies is important:
 - Example of mobile banking, e.g. in Uganda: required more coordination among telecommunication, financial and competition regulators;
- Cooperation at regional and international level is also important given the importance of standard recognition and harmonization:
 - Example of the Regional Technical Commission on Telecommunications in Central America that coordinates telecom development and regulatory harmonisation.



Cross-cutting lessons learned

Enabling productive, technology and business environment:

- The development of productive clusters can promote intensive cooperation and coordination among firms and create economies of scale to reduce operational costs and enhance competitiveness. It may facilitate better integration of higher value added segments of regional / global value chains;
- Enhancing a national innovation system is important to integrate firms in higher value added segments and to promote structural transformation;
- Example of Peru: UNCTAD SPR recommended establishing a technological innovation centre for software, for the development of computer-related services;
- Formalizing the economy can create an enabling environment, as informality affects many SMEs and their capacity to establish linkages with the economy;
- In Nicaragua, the simplification of administrative procedures to grant licences and authorizations facilitates the entry of new operators. This simplification may include the creation of a single licence for telecommunication services providers.



Cross-cutting lessons learned

Labour skills development:

- A qualified workforce promotes knowledge and technology intensive services;
- This requires a sound education strategy, both at technical and higher levels, that matches labour demand and provided skills. Strong links and interaction between private sector, academia and policymaking bodies facilitates the identification of skills gaps and academic solutions;
- Agreements with foreign universities could facilitate academic exchanges and international accreditations.



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